

SCQA METHODOLOGY

Help your audience follow your story by providing a clear and logical flow





Why do you need a methodology to structure your presentation ?

Structure is important

Our brains look for structure. In order to ensure your audience comprehends your analysis it's important to give them a clear structure

To keep the interest of your audience

Providing a clear and logical framework reduces risks of misinterpretation and loss of interest during presentations

Use SCQA tool

The SCQA method is a tool to help define different elements of your story. Using this method your analysis will be structured across 4 elements; **S**ituation , **C**omplication , **Q**uestion and **A**nswer(s)



Elements of SCQA

This helps your audience follow your story by providing a clear and logical flow

Situation

Starting point of your story
Can be easily understood and recognized by your audience

Made up of recognizable and mostly agreed points

Complication

Threats we face / Opportunities we miss if the situation continues
Practical hurdles we need to overcome to prevent those threats / realize those opportunities

Question

Follows naturally
How the hurdles can be overcome

Answer(s)

What should we do and how
How will it solve the Complication

Situation confirms common understanding.

Something about the subject that is undeniably true – the “stable” Situation

EXAMPLES

“Pasta market is decreasing in volume (-2.3%) and value (61.5%) penalized by our brand (90% of the pasta volume decrease)”

“Natural Yogurts are losing young consumers (-2pts of penetration rate on <35yo households)”

“This year, our champagne brand has suffered in the end of the year (-38% in volume in december)”

I know that. **So what ?**

Complication introduces a twist

The plot thickens...this is where the “**but**” comes in – problems, threats, opportunities

EXAMPLES

*“**But** our main competitor succeeds to renew with growth (+3% in volume)”*

*“**But** vegan yogurts are recruiting a lot on such young consumers (+4pts in penetration on <35yo households)”*

*“**But** our main competitor has overperformed in december (+30% of volume sales) and in may (+15%) thank to promotion”*

Hmmm! That
**changes
everything!**

Question begins the dialogue

The Question arises in response to the Complication and helps frame the “solve”

EXAMPLES

“How can our pasta brand renew with growth ?”

“Which innovation could we launch to re-seduce young consumers ?”

“What can we do to maintain our volume in december and boost our sales during the whole year ?”

Something has changed. **What should we do?**

Answer offers potential options

The Answer generates a set of hypothesized actions that could address the issue raised by the question

EXAMPLES

- *Launch a new size family size of Spaghetti (a 2kg size)*
- *Create an Italian event to share new pasta recipes (lasagnas, cannelonnis,...)"*

- *Launch a Vegan yogurt (4packs)*

- *Convince Carrefour to play promotion on our limited edition in december (with a 33% discount)*
- *Put in shelf our small bottle (35ml) in February for Valentine day*

Time to decide
the way to go

SCQA synthesis

This helps your audience follow your story by providing a clear and logical flow

EXAMPLES

Situation

"Pasta market is decreasing in volume (-2.3%) and value (61.5%) penalized by our brand (90% of the pasta volume decrease)"

"Natural Yogurts are losing young consumers (-2pts of penetration rate on <35yo households)"

"This year, our champagne brand are suffered in the end of the year (-38% in volume in december)"

Complication

*"**But** our main competitor succeeds to renew with growth (+3% in volume)"*

*"**But** vegan yogurts are recruiting a lot on such young consumers (+4pts in penetration on <35yo households)"*

*"**But** our main competitor has overperformed in december (+30% of volume sales) and in may (+15%) thank to promotion"*

Question

"How can our pasta brand renew with growth?"

"Which innovation could we launch to re-seduce young consumers?"

"What can we do to maintain our volume in december and boost our sales during the whole year?"

Answer(s)

- Launch a new size family size of Spaghetti (a 2kg size)
- Create an Italian event to share new pasta recipes (lasagnas, cannelonnis,...)"

- Launch a Vegan yogurt (4packs)

- Convince Carrefour to play promotion on our limited edition in december
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SCQA CASE STUDY

Philadelphia Cheese

Link for students [here](#)



Our case study : Cheese

Using Cheese as our example category, what are the key questions we'd need to answer?



You're **the new Philadelphia brand manager** and have never worked on the cheese spreads category. You've got a meeting next week and want to make sure you're confident in understanding the category.

The Task: complete a quick overview of the spreads category to orientate yourself and identify any challenges.

What questions do you have ?



How big is the category and who buys it?
What sectors make up the cheese category?
Who are the main players within cheese?
Which times of year are important for Cheese?
Which are the main channels for cheese?
Which retailers are important?

Does this vary by sector, manufacturer, brand or time of year?

The W's - Analytic Funnel

Start at the highest level and work your way through to more granular detail.



Always start at the highest level to ensure you're putting your category in context

Move through the analysis by answering key questions; what, who, where, when.

Identify **what's BIG** and **what's IMPORTANT**. This will help you move through the funnel

As you reach more granular levels, you will find you'll 're-start' the funnel process

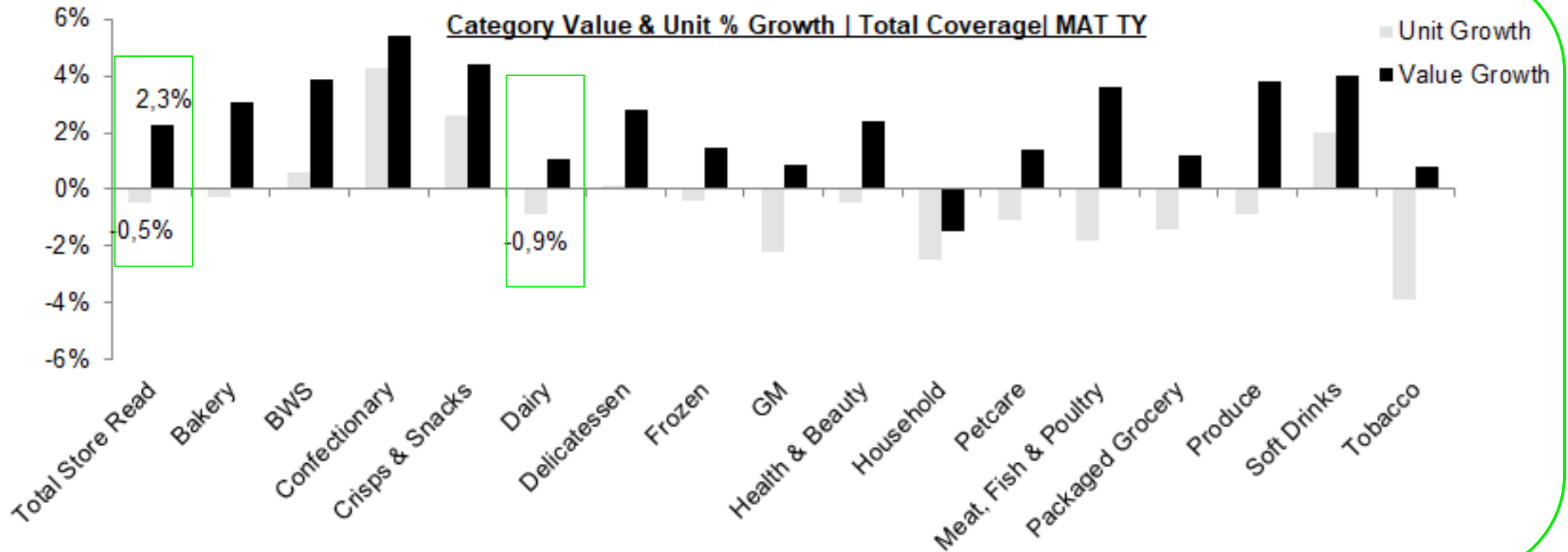
When you start asking 'Why?' or 'How?' you're at issue analysis stage.

WHAT IS HAPPENING ?



How do you benchmark against wider categories?

KEY LEARNING

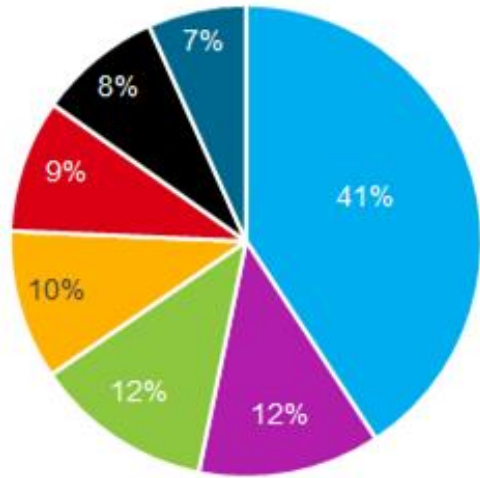


How is the total cheese category performing?

KEY LEARNING



Total Cheese
£2.4bn
-2.6%, -£63m



■ BLOCK ■ SPREADS ■ INDULGENCE ■ COOKING
■ LUNCHBOX ■ GRATED ■ SLICED

Penetration:

95%
(+0.1pt)

Frequency:

30 (+1%)

AWOP:

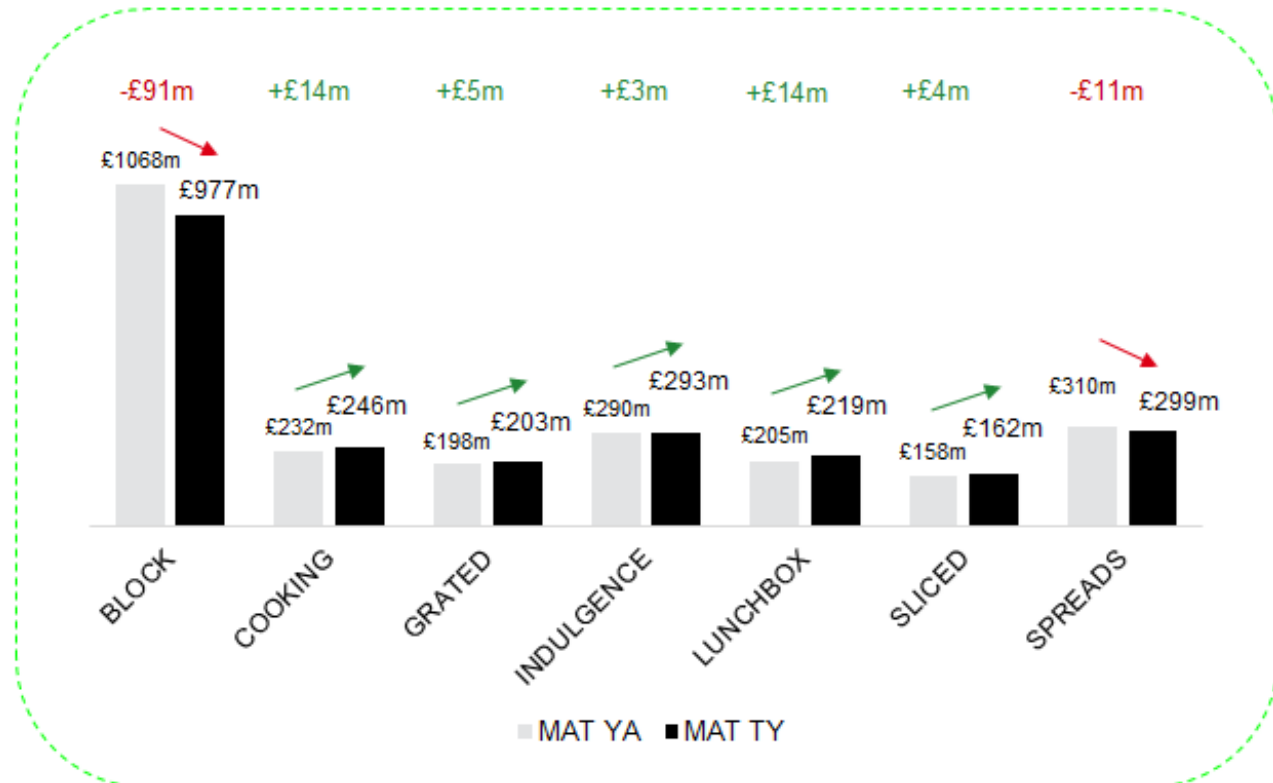
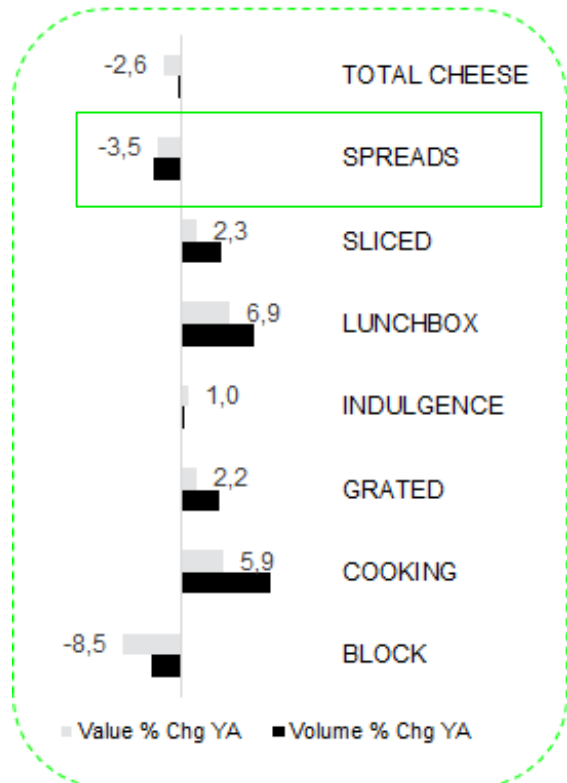
0.4 kg
(-2%)

What are the sectors within cheese and how are they performing?

KEY LEARNING

SECTOR: CHEESE SECTORS PERFORMANCE

Cheese Sectors | Value % Chg vs YA & Value Sales (£M) | Total Coverage



How is the spreads sector performing?

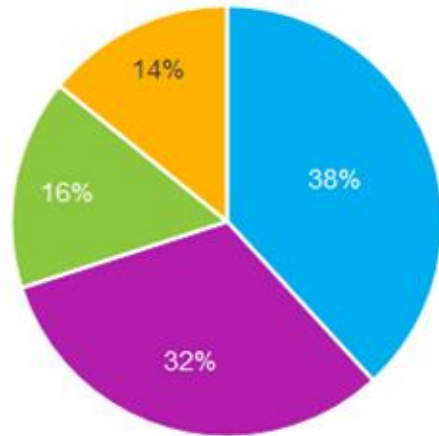
KEY LEARNING



Total Spreads

£299m

-3.5%, -£11m



• SOFT WHITE SPREADS • PROCESSED SPREADS
• COTTAGE CHEESE • PROCESSED SHELF

Penetration:

69% (-1pt)

Frequency:

6.9 (+1%)

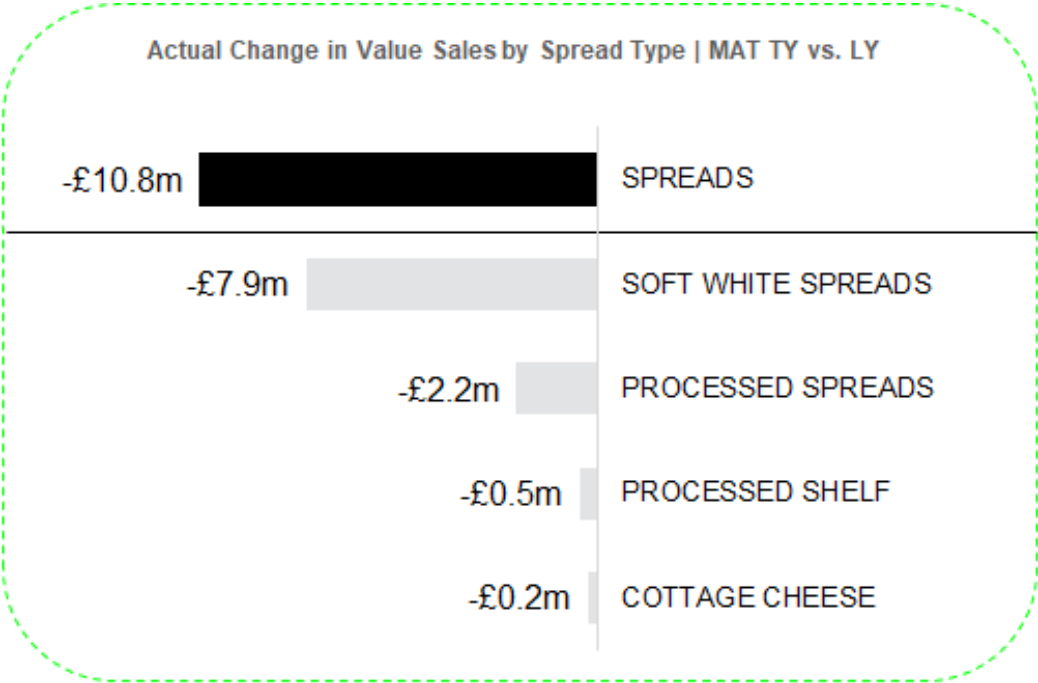
AWOP:

0.3 kg (-1%)

How is the spreads sector performing?

KEY
LEARNING

TYPE OF SPREAD

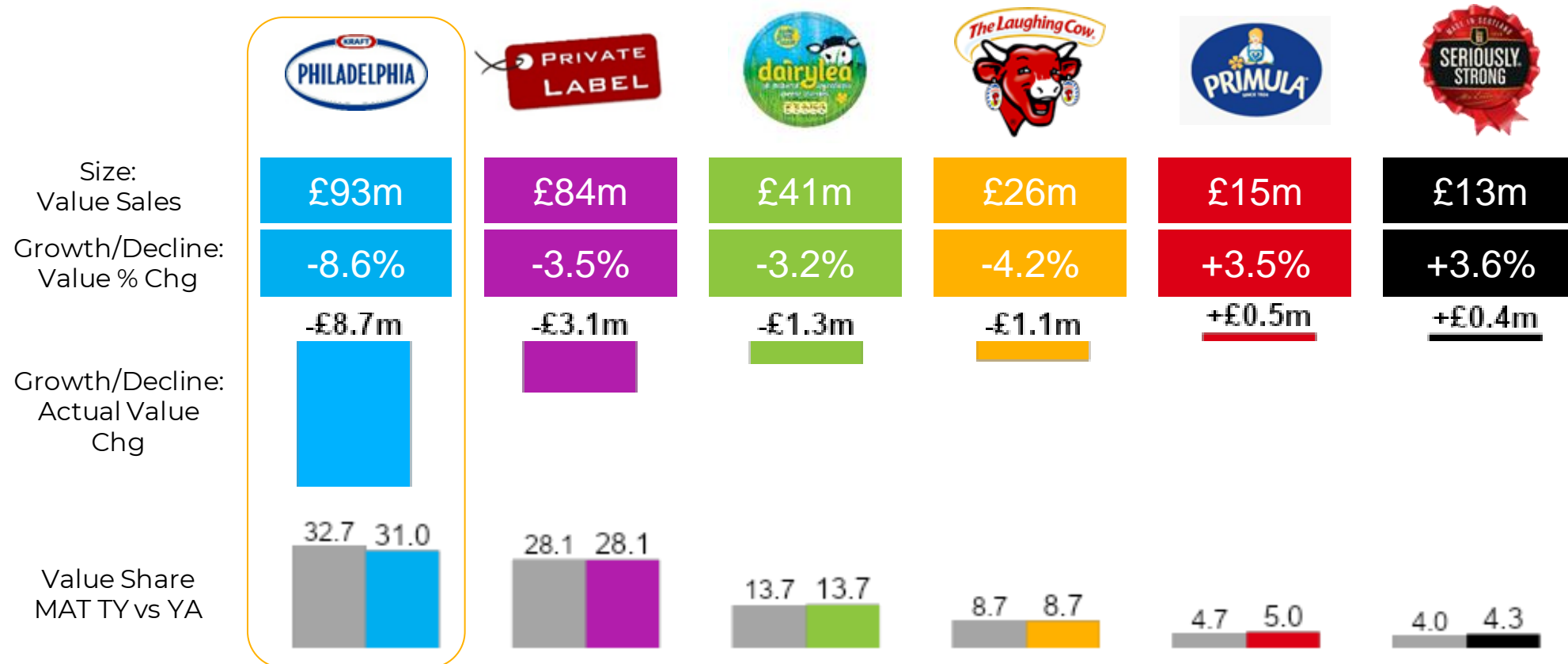


WHO ARE THE KEY PLAYERS



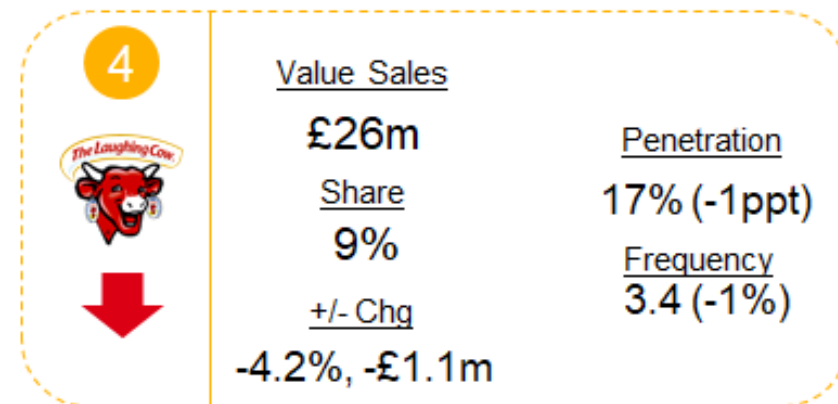
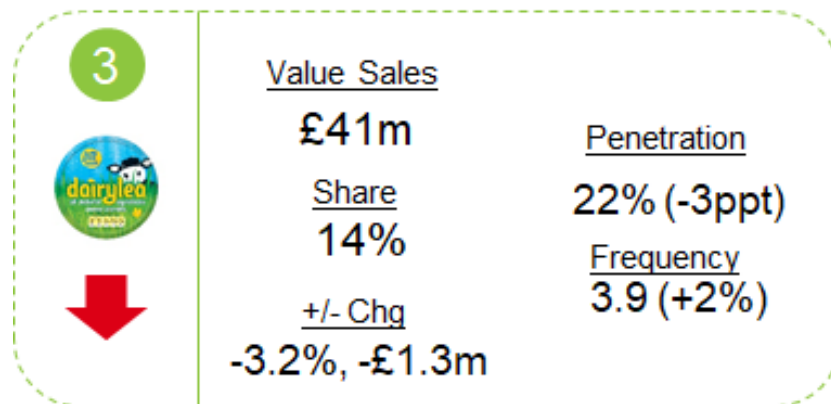
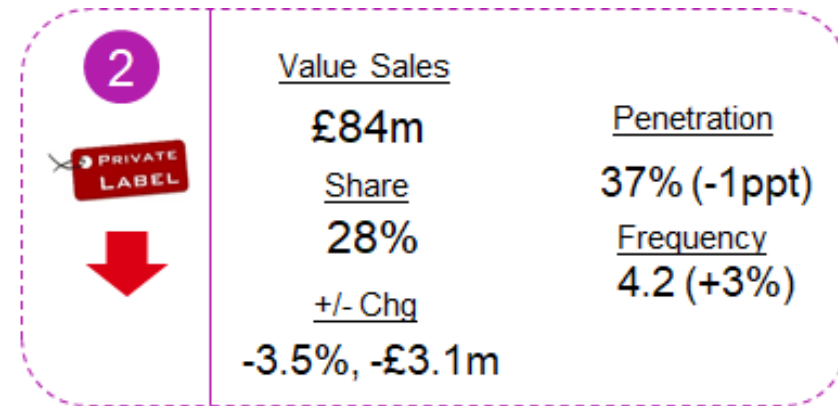
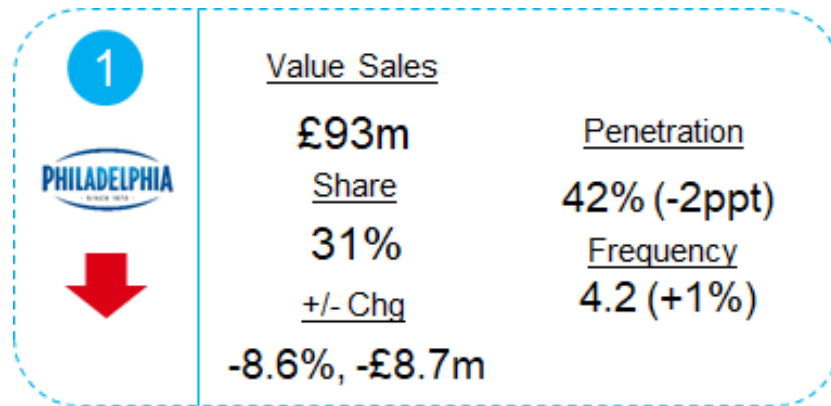
Who are the key players within spreads and how are they performing?

KEY LEARNING



Remember to also look at consumer metrics

KEY LEARNING



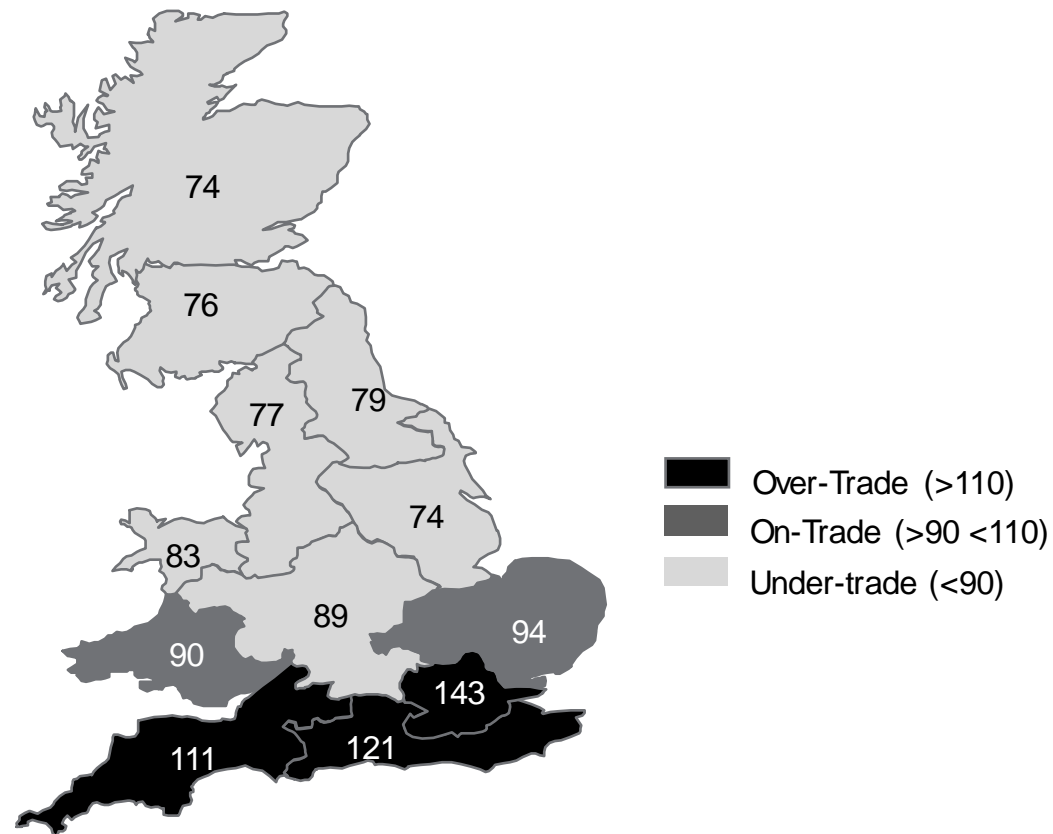
**WHERE IS IT
HAPPENING?**



It can sometimes be worth taking regional and demographic factors into account

KEY LEARNING

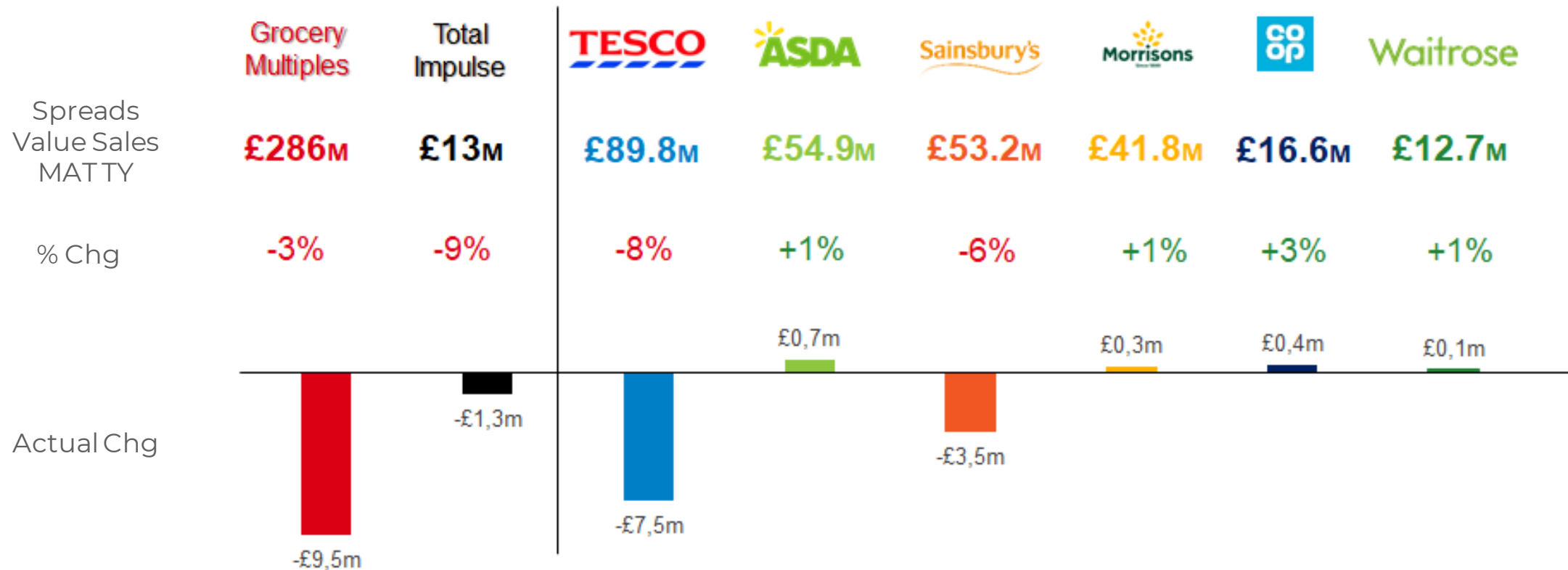
Speads: Regional Share indexed on Cheese by BARB Region| MAT TY



How are spreads performing in different channels and retailers?

KEY LEARNING

SPREADS: CHANNEL & RETAILER PERFORMANCE



How are the key spreads brands performing in Tesco?

KEY LEARNING



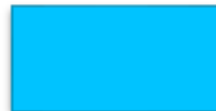
Size:
Value Sales
Growth/Decline:
Value % Chg



£29m

-12%

Growth/Decline:
Actual Value
Chg



-£4,1m

33,8% 32,0%

Value Share
MAT TY vs YA



£24m

+10%

£2,2m



22,4% 26,8%



£11m

-9%

-£1,1m



12,6% 12,4%



£9m

-8%

-£0,8m



9,8% 9,7%

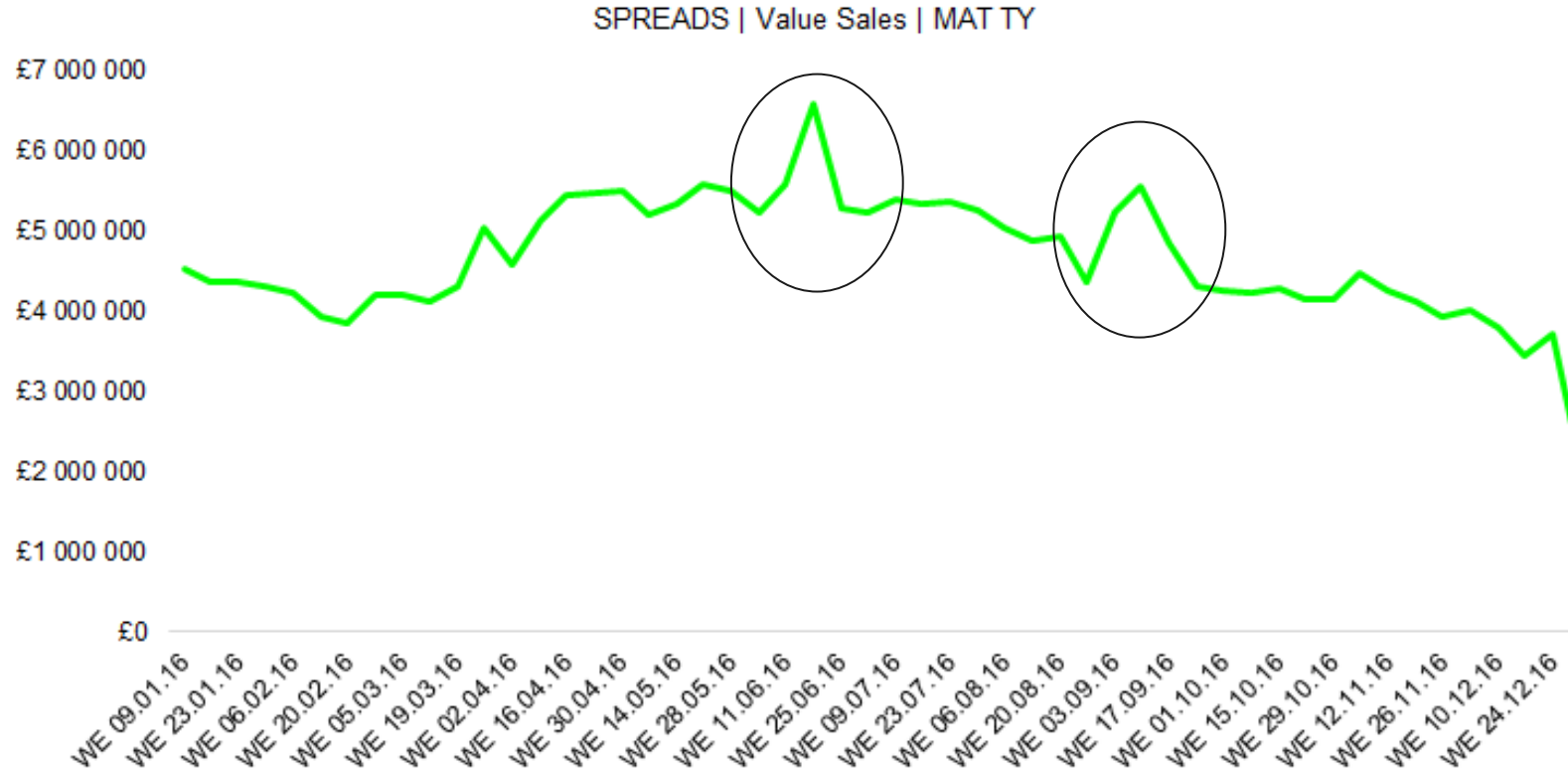


WHEN DID IT HAPPEN?



When does spreads show a seasonal trend?

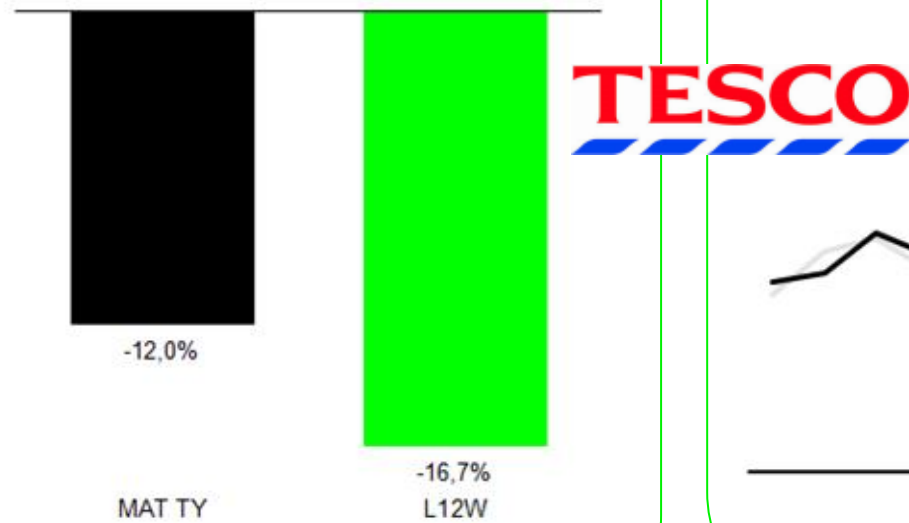
KEY LEARNING



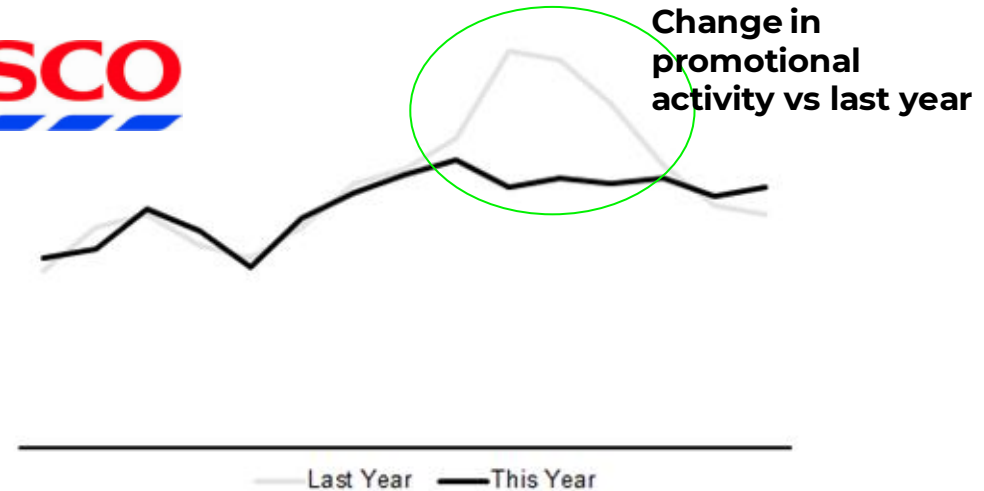
When have promotions driven Philadelphia decline?

KEY LEARNING

Philadelphia | Value Sales | Tesco



Philadelphia | Value Sales | L12W TY vs LY | Tesco



Are there other quirks to look out for?

There are often wider contextual events that can drive sales changes that aren't immediately obvious

Supply Chain Issues

French farmers block Toulouse ringroad
in EU subsidy cuts protest

Farmers in fresh protests over
supermarket milk prices

French farmers hold tractor protests in
Mercosur warning to Macron

TV Media



Celebrity Endorsements

ATL Spend

Events that aren't yearly can impact year on year comparisons

PHILADELPHIA SCQA



Let's think all together ...

Situation XXXXX

Complication XXXX

Question XXXX

Answer(s) XXXX